



FY2013 Performance and Accountability Report

**Montgomery County
Fire and Rescue Service**





Montgomery County Fire and Rescue Service (MCFRS) FY 2013 Performance and Accountability Report



MCFRS Alignment to County Priory Objective Areas

Montgomery County Priory Objective Areas

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- **Safe Streets and Secure Neighborhoods**
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

MCFRS Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
1) Percent of residential structure fires confined to the room of origin	82%	78%	
2a) 90th Percentile Arrival Time For First Engine To Structure Fire (This means that 89% of first engine arrival times fall below this time): Metropolitan	--	8:20	
2b) 90th Percentile Arrival Time For First Engine To Structure Fire (This means that 89% of first engine arrival times fall below this time): Urban	--	8:20	
2c) 90th Percentile Arrival Time For First Engine To Structure Fire (This means that 89% of first engine arrival times fall below this time): Suburban	--	8:55	
2d) 90th Percentile Arrival Time For First Engine To Structure Fire (This means that 89% of first engine arrival times fall below this time): Rural	--	11:10	
3a) 90th Percentile Arrival Time For First Advanced Life Support Unit (This means that 89% of first ALS unit times fall below this time): Metropolitan	--	10:55	
3b) 90th Percentile Arrival Time For First Advanced Life Support Unit (This means that 89% of first ALS unit times fall below this time): Urban	--	10:55	
3c) 90th Percentile Arrival Time For First Advanced Life Support Unit (This means that 89% of first ALS unit times fall below this time): Suburban	--	11:45	
3d) 90th Percentile Arrival Time For First Advanced Life Support Unit (This means that 89% of first ALS unit times fall below this time): Rural	--	12:20	

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MCFRS Headline Performance Dashboard (cont.)

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
4) Number of residential fire deaths per 100,000 population	0.4	0.2	
5) Number of residential fire injuries per 100,000 population	2.6	2.3	
6) Emergency Medical Services - Cardiac care: Percentage of STEMI patients with door-to-balloon (D2B) time ≤ 90 minutes	93.7%	93.9%	
7) Percent of Commission on Fire Accreditation International (CFAI) Strategic Recommendations addressed	Accreditation was awarded for FY13. New cycle begins FY14		
8) Fire and injury prevention through community outreach	Under Construction		



Montgomery County Fire and Rescue Service (MCFRS)

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MCFRS At A Glance – FY13

What MCFRS Does and for Whom

MCFRS Core Function

The core function of the Montgomery County Fire and Rescue Service is to protect lives, property, and the environment with comprehensive risk reduction programs and safe, efficient, and effective emergency response provided by skilled, motivated, and compassionate service providers representing Montgomery County's diverse population.

Emergency Response

- Response to fires to save lives and property
- Response to ALS incidents to save lives during life-threatening medical emergencies
- Response to BLS incidents to treat and transport sick/injured persons
- Response to other "all-hazards" incidents

Fire Marshal's Office

Fire Code Compliance (FCC) personnel inspect buildings for life safety violations, conduct system tests, and review building plans for fire code compliance. Personnel provide guidance to building owners on correction of violations and conduct re-inspections to ensure compliance.

Fire and Explosive Investigations (FEI) personnel perform investigations of major fires, potential arsons, fires involving injuries or deaths, and incidents involving actual or potential destructive devices.

Fleet Management

Apparatus and equipment purchase, inspection, testing, and maintenance is overseen by this Section with the exception of that handled directly by Local Fire and Rescue Departments (LFRDs). The Central Maintenance Facility is operated by the Fleet Section.

How Much / How Many

- **Operating Budget: \$204,946,888**
- **FTE: 1254**
- 1,153 County-employed emergency positions
- 874 volunteer emergency personnel (FFII and above or EMS Provider I and above)
- 137 County-employed technical and administrative positions
- 46 work sites, including 36 stations
- Primary Units include: 34 engines (incl. 26 paramedic engines), 25 ambulances, 17 medic units, 15 aerial units (incl. 1 paramedic aerial tower), 7 tankers, and 6 rescue squads

- **Budget: \$140,442,230; FTE: 1034**
- 108,996 incidents:
 - 82,495 EMS incidents
 - 16,600 fire incidents
 - 9,901 hazmat, rescue, and other
- 209,062 unit responses:
 - 200,019 in-county
 - 9,043 mutual aid

- **FCC Budget: \$4,851,550; FTE: 35**
- Inspections: 6036
- Operational Permits issued for fire protection systems:
 - 8,968 permit renewals
 - 14,427 new permits
 - 23,395 total
- **FEI Budget: \$1,738,255; FTE: 12**
- FEI Investigations: 694
 - Fire: 239
 - Explosive: 455

- **Budget: \$7,060,797; FTEs: 20.6**
- Received: No primary units received in FY13
- 273 COMAR-mandated vehicle inspections performed
- 38 pumps, 27 aerial devices, and 8557 ft. (1.6 miles) of ground ladders tested
- Service performed on 19 hydraulic rescue systems



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MCFRS At A Glance – FY13

What MCFRS Does and for Whom

Firefighter-Rescuer Wellness and Safety

The Fire-Rescue Occupational Medical Section (FROMS) provides annual physicals for uniformed personnel, coordinates medical care for injured MCFRS personnel, and provides wellness services to keep MCFRS personnel healthy and return those who have been injured to active service. Safety Officers inspect equipment and facilities and oversee personnel safety at major incidents.

Community Outreach

The Community Outreach Office provides incident, safety, and other departmental information to the public via the broadcast and print media and via social media. MCFRS provides fire safety and injury prevention education, child safety seat inspections, and related risk reduction programs such as Safety In Our Neighborhood and Risk Watch. Emphasis is placed on children, seniors, immigrants, health care facility operators, and residents of high-rise buildings. A grant-funded, fire safety and injury prevention program is targeted at seniors to reduce their fire and EMS risk.

9-1-1 Call-processing and Dispatch

MCFRS personnel at the Emergency Communications Center take/process calls for assistance and dispatch MCFRS resources. They also provide pre-arrival instructions to the 9-1-1 caller as needed.

Training of Firefighter-Rescuers

MCFRS firefighter-rescuers receive required training at the Fire-Rescue Training Academy, through drills at stations and in the field, and via on-line courses to achieve certifications in fire suppression, rescue, EMS, hazmat, and command competencies. Potential recruits are mentored via the Candidate Physical Ability Training (CPAT) program to develop the physical abilities demanded by the job.

How Much / How Many

- **Budget: \$14,959,310; FTE: 10.5**
- 2001 annual physicals conducted
- 6 life saves of FRS personnel by FROMS [58 cumulative saves since FY04]
- 101 personal protective gear inspections by Safety Office
- 12 risk consultations (formerly "work site inspections")
- 581 workman's compensation claims - 2.1% increase over FY12

- **Budget: \$352,761; FTE: 3**
- Approx. 17,500 information requests by media, public, organizations, and agencies handled by PIO
- 60 news advisories and releases
- 610,027 Facebook views, 26,127 Blog visits, 6293 Twitter followers, 3,032 You Tube views
- 13,759 residences visited, with 326 smoke alarms and 333 batteries installed through the Safety In Our Neighborhood program
- 5332 child safety seats inspected
- 457 child safety seats distributed at no cost to families in need
- 33 Safe Kids events held with 1647 participants
- 49 public and private schools participated in Risk Watch program

- **Budget: \$5,749,828; FTE: 39**
- Emergency calls processed: 132,233
- Non-emergency calls– incoming/outgoing: 138,682
- Total calls: 270,915

- **Budget: \$5,004,129; FTE: 14.6**
- 328 classes taught
- 5445 students attending
131,890 student hours (averaging 24.2 hrs./student)

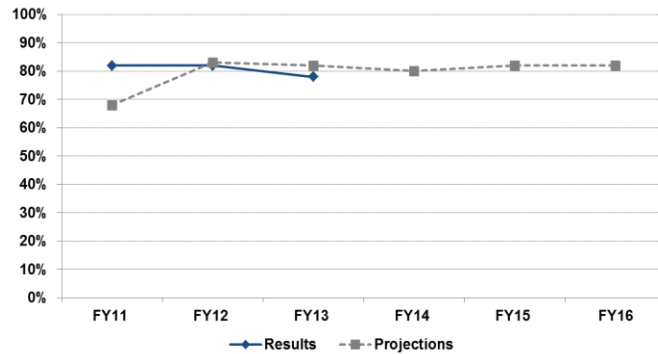


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Headline Performance Measure 1: Percent Of Residential Structure Fires Confined To The Room Of Origin

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	82%	82%	78%			
Projections	68%	83%	82%	80%	82%	82%

Factors Contributing to Current Performance

- Early fire detection and FD notification
- Presence of residential sprinklers
- Readily available and sufficient quantity of water for fire fighting
- Four-person staffing on 24 of 34 engines during FY13

Factors Restricting Performance Improvement

- Unable to meet 6-minute response time benchmark goal in many cases, thus contributing to fire growth/spread beyond room of origin
- Call processing times exceeding national standards
- Lack of 4-person staffing on 30 primary suppression units
- Need additional suppression resources to meet national standards

Performance Improvement Plan

- Reduce response time by: 1) implementing universal call-takers and new CAD and station alerting systems to improve call-processing/dispatch time, 2) improving turnout time
- Continue implementation of 4-person staffing of engines, aerial units and rescue squads, beginning with Engines 704 (Sandy Spring), 709 (Hyattstown) and 713 (Damascus) during FY14.
- Deploy 8th water tanker (former reserve tanker) at Damascus Station 13 during FY14.
- Recognize high priority need for retrofitting unsprinklered residential high-rises.
- SAFER Grant, if awarded to MCFRS in spring 2014, would fund 4-person staffing of Engines 702 (Takoma Park), 705 (Kensington - Connecticut Ave), 720 (Bethesda - Cedar Lane) and 726 (Bethesda - Democracy Blvd.), serving areas having high numbers of unsprinklered residential high-rises.

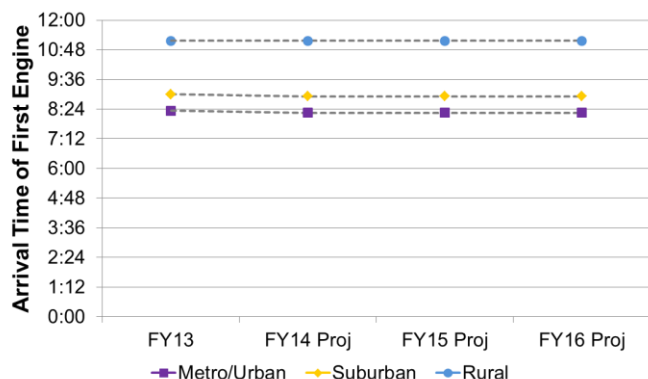


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Headline Performance Measure 2: Response Time To Critical Calls: 90th Percentile Arrival Time For First Engine To Structure Fire (This means that 89% of first engine arrival times fall below this time).

Performance Trends



	Baseline Goal at 90 th %tile (min:sec)	FY13	FY14 Projection	FY15 Projection	FY16 Projection
Metro/Urban	9:00	8:20	8:15	8:15	8:15
Suburban	10:30	9:00	8:55	8:55	8:55
Rural	15:00	11:10	11:10	11:10	11:10

Baseline Goal: 90th percentile baselines are determined by MCFRS using past performance data and designed to conform to response time guidelines published by CFAI in FESSAM 8th Edition.

Note: This measure has been changed from average response time to 90th percentile response time to accommodate CFAI accreditation standards.

Factors Contributing to Current Performance

- Station distribution within urbanized areas
- Continued implementation of four-person staffing on frontline engines

Factors Restricting Performance Improvement

- Call processing times exceeding standards
- Travel time impacted by weather, traffic, and/or traffic-calming devices
- Lack of four-person ALS staffing on 30 primary suppression units
- Need additional suppression resources to meet national standards
- ISO has recommended 17 additional fire stations in urbanized areas of the County

Performance Improvement Plan

- Reduce response time by: 1) implementing universal call-takers and new CAD and station alerting systems to improve call-processing/dispatch time, 2) improving turnout time
- Reduction in travel time through strategically placed stations/resources and, whenever practicable, use of response routes lacking traffic-calming devices
- Continue implementation of 4-person staffing of engines, beginning with Engines 704 (Sandy Spring), 709 (Hyattstown) and 713 (Damascus) during FY14.
- SAFER Grant, if awarded to MCFRS in spring 2014, would fund 4-person staffing of Engines 702 (Takoma Park), 705 (Kensington - Connecticut Ave), 720 (Bethesda - Cedar Lane) and 726 (Bethesda - Democracy Blvd.)
- Use of technology that automatically records when a unit departs its station and arrives at incident

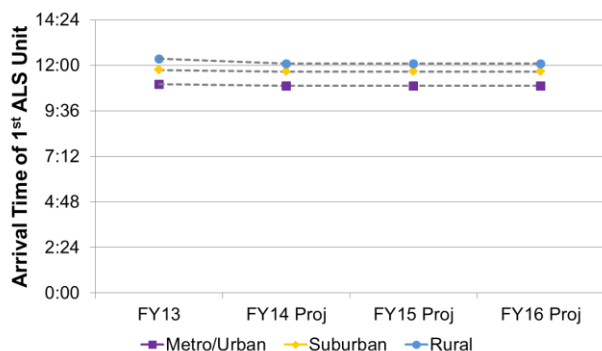


Montgomery County Fire and Rescue Service (MCFRS) FY 2013 Performance and Accountability Report



Headline Performance Measure 3: Response Time To Critical Calls: 90th Percentile Arrival Time For First Advanced Life Support Unit (This means that 89% of first ALS unit times fall below this time).

Performance Trends



	Baseline Goal at 90 th %tile (min:sec)	FY13	FY14 Projection	FY15 Projection	FY16 Projection
Metro/ Urban	11:00	11:00	10:55	10:55	10:55
Suburban	12:30	11:45	11:40	11:40	11:40
Rural	16:00	12:20	12:05	12:05	12:05

Baseline Goal: 90th percentile baselines are determined by MCFRS using past performance data and designed to conform to response time guidelines published by CFAI in FESSAM 8th Edition.

Note: This measure has been changed from average response time to 90th percentile response time to accommodate CFAI accreditation standards.

Factors Contributing to Current Performance

- Station distribution within urbanized areas
- 24 of 34 engines in FY13 were 4-person paramedic engines; 2 of 34 engines in FY13 were 3-person paramedic engines
- Continued implementation of four-person ALS staffing on engines
- New roads, such as the ICC, offering more routes of travel that help to improve response time

Factors Restricting Performance Improvement

- Call processing times exceeding national standards
- Travel time impacted by weather, traffic, and/or traffic-calming devices
- Lack of 4-person ALS staffing on 30 primary suppression units
- Lack of peak-demand ALS resources in high call load areas

Performance Improvement Plan

- Reduce response time by: 1) implementing universal call-takers and new CAD, station alerting, and EMS call-taking protocol systems to improve call-processing/dispatch time, 2) improving turnout time
- Reduction in travel time through strategically placed stations/resources and, whenever practicable, use of response routes lacking traffic-calming devices
- Continue implementation of 4-person ALS staffing of engines, including Engines 704 (Sandy Spring), 709 (Hyattstown) and 713 (Damascus) during FY14.
- SAFER Grant, if awarded to MCFRS in Spring 2014, would fund 4-person ALS staffing of Engines 702 (Takoma Park), 705 (Kensington, Connecticut Ave), 720 (Bethesda-Cedar Lane) and 726 (Bethesda-Democracy Blvd)
- Deploying additional BLS units to reduce the number of BLS incident responses by ALS units
- Use of technology that automatically records when a unit departs its station and arrives at incident

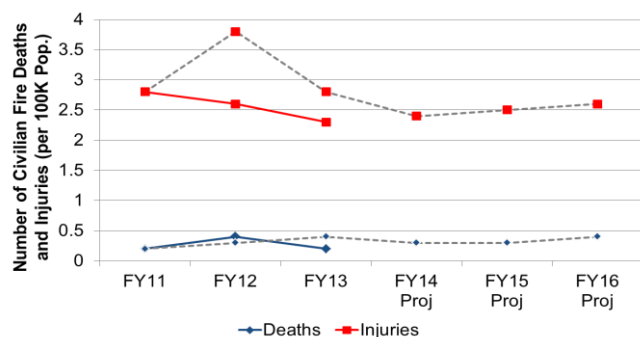


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Headline Performance Measure 4: Number Of Civilian Residential Fire Deaths And Injuries Per 100,000 Residents

Performance Trends



	FY11	FY12	FY13	FY14 Projection	FY15 Projection	FY16 Projection
Deaths	0.2	0.4	0.2	0.3	0.3	0.4
Injuries	2.8	2.6	2.3	2.4	2.5	2.6

Factors Contributing to Current Performance

- Community outreach emphasizing fire safety/prevention practices
- Requirement for sprinkler systems in new residential construction
- Fire code compliance
- Free smoke alarms and batteries made available to families in need and installed by fire-rescue personnel

Factors Restricting Performance Improvement

- Occupant behavior resulting in fires
- Occupant behavior during fires
- Demographic factors – aging population, increased immigrant population
- Careless use of smoking materials
- Lack of functioning smoke alarms
- Lack of sprinkler protection in legacy construction
- Lightweight construction contributing to rapid fire growth/spread
- Need additional community outreach staff

Performance Improvement Plan

- Community outreach involving fire prevention and fire safety education targeting highest at-risk residents, including seniors, immigrants, and children
- Continued implementation of recommendations of the Senior Citizens Fire Safety Task Force issued in their 2008 study/report
- Implementation of new State law for smoke alarms having long-life, sealed-in batteries
- Continued efforts to encourage sprinkler retrofitting of residential high-rises and garden apartments built before residential sprinkler systems were required by County Code
- Hiring additional Community Outreach FTE to expand community outreach programs/events

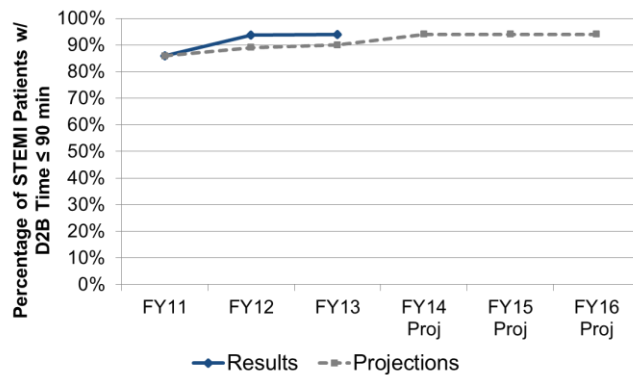


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Headline Performance Measure 5: Cardiac Care: Percentage Of STEMI* Patients With Door-To-Balloon (D2B) Time \leq 90 Minutes

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	85.9%	93.7%	93.9%			
Projections	85.9%	89.0%	90.0%	94.0%	94.0%	94.0%

Factors Contributing to Current Performance

- Emergency Medical Dispatch (EMD) protocol required by State
- Rapid ALS care and transport
- Skilled ALS providers
- Use of 12-lead EKG monitors
- Use of Lifenet© system to transmit first diagnostic EKG directly to the hospital to activate STEMI response system
- Four catheterization labs in the County
- Use of Electronic Patient Care Report

Factors Restricting Performance Improvement

- Behavior of individuals – ignoring the signs of a cardiac event; hesitating to call 9-1-1
- Demographic factors – age, race/ethnicity, gender
- Patient stability – signs/symptoms presented by the STEMI patient upon arrival in the hospital emergency room can delay transfer to the catheterization lab

Performance Improvement Plan

- Community outreach – educating the public on recognition of a cardiac event occurring; partnering with the Health Department to encourage cardiac-healthy lifestyles of County residents
- Training of new ALS providers in basic 12-lead EKG recognition
- Continued education for existing ALS providers in advanced 12-lead EKG recognition
- Tracking EMS-to-balloon (E2B) time - vs. door-to-balloon (D2B) time - to better capture the EMS component of the joint EMS/hospital STEMI response system. E2B tracking is made possible through use of Lifenet©.

* STEMI – “ST segment elevation myocardial infarction” occurs when a coronary artery is totally occluded by a blood clot.

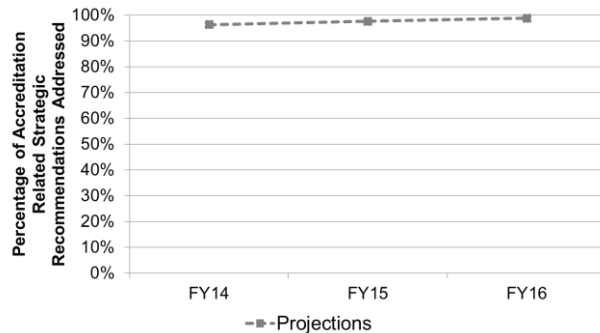


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Headline Performance Measure 6: Commission on Fire Accreditation International (CFAI) Core Competencies Met During FY14-18 Accreditation Cycle

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Results	N/A	N/A	N/A			
Projections	N/A	N/A	N/A	96.3% (79 of 82)	97.6% (80 of 82)	98.8% (81 of 82)

NOTE: Projections refer to the core competencies achieved out of the total number of CFAI core competencies.

Factors Contributing to Current Performance

- FRS was re-accredited by the Commission on Fire Accreditation International (CFAI) in August 2013 for 5 years (FY14-18)
- Leadership and oversight provided by the Accreditation Manager assigned to this grant funded position during FY12-13 was instrumental in MCFRS attaining this high-level achievement.

Factors Restricting Performance Improvement

- Part-time Accreditation Manager position during FY14 and possibly future years
- No dedicated FTE assigned solely to accreditation maintenance actions
- Lack of planning, data analysis, and administrative FTE to adequately address accreditation maintenance requirements
- Personnel working on accreditation requirements as a collateral duty
- Lack of technical writing expertise in FRS

Performance Improvement Plan

- Work on accreditation compliance/maintenance during the 5-year accreditation cycle (FY14-18) leading to the next re-accreditation assessment in FY18-Quarter 4. Each year, unmet core competencies will be addressed until all have been met
- Prepare required Annual Compliance Report and submit to CFAI by July 15, 2014-2017. [ACR not required in 2018 – year of next peer assessment.]
- Secure a FTE to serve as the dedicated Accreditation Manager beginning in FY15
- Secure FTEs to address planning, data analysis, and administrative needs of accreditation compliance
- Through training, improve technical writing skills of personnel assigned accreditation responsibilities



Montgomery County Fire and Rescue Service (MCFRS)

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Overarching Goals for Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) *Increase/Decrease in average overtime hours used by all full-time, non-seasonal employees, by weekly work schedule.* (Source: CountyStat)*

- 40 hour/week employees: 8% decrease
- 42 hour/week employees: 8% increase
- 48 hour/week employees: 9% decrease

b) *Percentage point increase/decrease in average Net Annual Work hours for all full-time, non-seasonal employees, by weekly work schedule.* (Source: CountyStat)*

- 40 hour/week employees: No change (79.3% for FY12 and FY13)
- 42 hour/week employees: 1.4% decrease (74.3% for FY13, 75.8% for FY12)
- 48 hour/week employees: 0.2% increase (79.0% for FY13, 78.8% for FY12)

**Values are based on the employee's HR Organization and not assigned Cost Center(s).*

- MCFRS continues implementation of the "1 and 1" advanced life support (ALS) deployment model in conjunction with the four-person staffing strategy, whereby medic units are staffed by one ALS provider (i.e., EMT-P or EMT-I) and one EMT-B instead of two ALS providers as done in the past. The second ALS provider is assigned as the fourth person on a suppression unit as a firefighter-paramedic resulting in a four-person suppression unit that can also serve as an ALS first-responder apparatus (AFRA). The result is expansion of MCFRS ALS capacity which improves ALS response time and allows paramedics to integrate into fire suppression while increasing staffing on suppression units to the level recommended in NFPA Standard 1710. Ideally, an ALS provider assigned to every primary suppression unit would maximize the agencies EMS capacity for first response to the most critically ill patients. Strategic use of peak demand units in areas where multiple calls are received would minimize the need for units to leave their primary service area.
- Currently, 17 of the department's 18 medic units are staffed in accordance with the "1 and 1 model." MCFRS also staffs 24 engines and 1 aerial unit with 4 personnel, one of which is a paramedic. Beginning in FY14, three additional engine companies are staffed with a fourth person who is an ALS provider. In these three stations, the fourth person also assures tanker response around the clock for a critical resource (water on wheels) in areas of the county where hydrants are not available. The remaining 5 frontline engines are not yet staffed with paramedics; however, the next phases of the deployment model will upgrade these remaining engines to four personnel, including a paramedic. The agency has applied for a SAFER Grant to achieve four-person ALS staffing at four additional locations where there is a high number of unsprinklered high rises and additional specialty services to guarantee.

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- MCFRS triages 9-1-1 callers to determine the priority of the medical emergency in order to determine the necessity of sending only one paramedic as part of the response team, or if the medical emergency will require two paramedics for the most serious, time-critical emergencies. This method of resource allocation assures the most appropriate response to all emergencies, while maintaining a level of response time reliability across the County.
- The Office of the Fire Marshal makes maximum use of digital communication technology to make historical date and reference information available to inspectors in remote work sites. In addition, digital photography and text message transmissions are used to confer with other staff for opinions on how to approach a problem. Use of these technologies reduces the need for personnel in the field having to drive back to the office to confer with colleagues, resulting in greater productivity.
- The Travilah Fire Station is under construction and will open in FY14. "Station 32" will allow for the strategic deployment of fire-rescue resources in a high-density, growing area where response times have been consistently higher than response time goals established by the County.

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

*a) 0 of 1 Audit report recommendations were fully implemented since issuance of the audit report
(Source: Internal Audit provided to CountyStat)*

*b) 0.4% increase (541 in FY12 to 543 in FY13) in number of work-related injuries
(Source: Risk Management provided to CountyStat)*

- The MCFRS Safety Section:
 - Inspects all MCFRS facilities to ensure compliance with OSHA regulations and other safety standards. Several non-compliant fire stations have been brought into compliance; thus increasing employee and visitor safety as well as reducing labor concerns.
 - Inspects employees' personal protective equipment annually to ensure compliance with NFPA Standards 1971 and 1851; thus increasing employee safety and reducing potential injury.

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- Conducts and/or reviews all MCFRS injury and collision investigations. The Section looks for trends to reduce the occurrence of collisions and injuries to reduce the potential for injury for both MCFRS employees and County residents.
- Produces a quarterly dashboard report of safety metrics to keep MCFRS personnel aware of injury and collision trends; thus increasing employee safety/awareness and assisting in the development of preventative measures.
- The MCFRS Fire/Rescue Occupational Medical Section:
 - Conducts annual physicals for all MCFRS personnel; thus ensuring compliance with NFPA Standard 1582 and OSHA requirements. In addition, medical problems unbeknownst to the individual can be identified so that appropriate treatment can be sought.
 - Conducts annual self-contained breathing apparatus fit-testing for all MCFRS personnel that are required to use respiratory protection; thus ensuring compliance with OSHA and NFPA requirements.
 - Works in conjunction with county Risk Management (Department of Finance) to manage employees in a medically influenced duty status (MID's). Their combined goals are to properly diagnose, treat, rehab and return to work all fire fighter rescuers injured on or off the job.
- The MCFRS Training Section plays a key role in risk management for firefighter-rescuers. See entries below under "Mandatory Employee Training."
- The Office of the Fire Marshal inspects existing County buildings for fire and life safety requirements of County Code. Several fire stations have been brought up to code for life safety compliance issues; thus increasing employee and visitor safety and reducing labor concerns. Conversion of uniformed positions to civilian positions will increase the Net Work Hours available to conduct needed inspections as determined by the Fire Marshal's Office.
- Operations personnel conduct home visits to assist residents in assuring that smoke alarms are working and properly installed as well as to provide them specific training and practice in residential fire escape and injury prevention planning.
- The MCFRS Community Outreach section works to increase fire safety, injury prevention and community resilience which, in turn, increases firefighters' and residents' safety by reducing hazards and risks as well as ensuring that county citizens are knowledgeable and prepared to handle a variety of risks.
- The Risk Reduction and Training Services Division has an aggressive program in place for training drivers and evaluating risk associated with emergency vehicle collisions. MCFRS has implemented a number of critical innovations to reduce the occurrence of collisions; thus reducing the potential for injury for both MCFRS employees and other motorists.



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3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning

(Source: Department Survey)

- Special Operations Assistant Chief
- Emergency Communications Center Assistant Chief
- Human Resources Assistant Chief
- Budget Section Manager, M3
- Planning Section Manager, M3
- Fleet Section Manager, M3
- Procurement Section Manager, M3
- Facilities Section Manager, M3
- IT Section – Database Systems Manager, M3

b) 22% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department Survey)

- Succession planning for uniformed employees is somewhat restricted due to the merit system competitive promotional process. Candidates are promoted based on where they reside on the promotional eligibility list. “Well Qualified” candidates typically are promoted before “Qualified” candidates; however, diversity of the senior staff continues to play a key factor when promoting employees into leadership roles. The Deferred Retirement Option Program (DROP) for those nearing retirement is a valuable tool when determining vacancies up to three years in advance, allowing time to groom and train successors. This advance notice enables potential successors to shadow incumbents so they are well versed when the incumbent retires. A Fire Chief’s initiative to institutionalize weekly briefings by civilian and uniformed managers has been implemented that is intended to monitor the quantity of work, the quality of work and the complexities of work in each section on the MCFRS. This reporting format has the additional benefit of keeping all managers familiar with the agencies priorities in real time. Additionally, a goal has been established to grow depth on the bench in each area of responsibility for the MCFRS.

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- The Operations Division has modified the assignment and use of shared relief Battalion Chiefs to selected administrative duties. In doing so, incumbent Battalion Chiefs are introduced to administrative and business practices; thus preparing them for future opportunities in the department, including vacancies when retirements occur.
- The best opportunity for succession planning involving the department's civilian (i.e., non-uniformed) staff is when the incumbent has announced their intention to retire or resign well in advance of the required two-week minimum notice. In these cases, it may be possible to hire the replacement before the incumbent retires/resigns and have a period of overlap whereby the incumbent transitions duties to their replacement. Another scenario involves the use of a knowledge transfer contract whereby the recently resigned individual is hired back for a short time period to convey their knowledge of the position's duties and inherent characteristics to the newly hired or newly promoted individual. MCFRS has utilized knowledge transfer contracts twice during FY13 - for transferring knowledge concerning the procurement process and PSTA operations. Either of these two approaches makes possible a smooth transition of job duties from the incumbent to their replacement. These succession planning opportunities do not occur with great frequency due to insufficient funds for short-term overlapping of positions and/or for knowledge transfer contracts.



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4) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

XX% of MCFRS employees have fulfilled mandatory County/State/Federal training requirements (Under Construction; see descriptions below)

Mandatory training prescribed by OHR:

- Due to increased workload and limited staff time availability for training, a small percentage of uniformed and civilian personnel have attended mandatory training prescribed by OHR. This is further complicated by the limitations of overtime and need for maintaining minimal on-duty staffing levels.
- In view of the above factors and limitations, the goal for FY14-15 is for at least half of MCFRS managers – both civilian and uniformed – to attend County/OHR-mandated training expected of County managers. Personnel who have completed the mandatory OHR training will be better prepared to perform as managers and better positioned for compliance with federal, State, and local laws.

Mandatory training prescribed for uniformed personnel by MCFRS included:

- Risk Assessment Training: Awareness training of the risk fire-rescue personnel face and acceptable tactics for controlling future fire-rescue incidents. This training is expected to have a positive impact on the number of future firefighter injuries and deaths from fire or building collapse.
- In-Service Training: This training will develop and reinforce competencies for conducting a “Mayday” and self-rescue. Another component is “flashover” training using the PSTA’s Flashover Simulator. This training will teach all personnel the signs of a flashover and how to control it and reduce the chance of being injured or killed in a flashover event.
- Command Officer Training: Involves a scenario with a single-family dwelling fire and a “Mayday” involving two firefighters who fell through the floor into the basement. Over the past five years, MCFRS has experienced five firefighters falling through floors and being injured due to newer lightweight construction and extreme heat buildup from increased use of plastics in construction materials, furnishings, appliances and other products. This training opportunity presented a pass/fail test for incumbent chief officers to hone their command skills.
- Mandatory Health Insurance Portability and Accountability Act (HIPAA) training has been conducted for all personnel that have access to confidential patient information associated with EMS incidents. This helps to ensure MCFRS personnel are treating this sensitive information appropriately and in accordance with federal and State laws.



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5) **Workforce Diversity and MFD Procurement:**

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity:

- MCFRS continues to work toward a department reflective of the community served. In recent years, significant efforts have been made to increase the pool of qualified minority and female candidates.
- With a new contract/vendor in place to provide the MCFRS entrance examination, the exam has been nationally validated for having no negative impact on any group and is anticipated to provide MCFRS with outstanding candidates for recruit classes. The results will provide for a “blind” list of the most qualified candidates which has been effective in providing a greater opportunity for minority candidates.
- As of September 2012, minorities and females comprise 21% of the officer ranks. This percentage is slightly less than that previously reported (22%) though, due to the fact that these numbers are generally not very large, even the retirement of one individual is reflected in a percentage change. The department remains focused on increasing this figure, and in July 2012, the department, for the first time, promoted a female to the rank of Division Chief.
- Promotion is dependent upon time-in-grade at each rank as well as required education. As minority/female employees gain experience and time in grade, they will be competitive for future promotions; thus increasing the diversity at all levels within the department.

MFD Procurement: refer to or attach summary yearly report prepared by DGS (Source: Department provides and CountyStat validates) ([Link](#) to report)

- MCFRS has been impacted by the lack of MFD vendors that can provide the highly specialized and unique fire, rescue, and EMS equipment/supplies purchased by the department. Historically, MFD businesses had not entered into this specific marketplace. Whenever possible, MCFRS works with the Office of Procurement to identify portions of a contract to-be-awarded that can utilize a MFD firm.
- Recent statistics show the difficulties MCFRS experiences in awarding procurements to MFD firms. The figure for FY13 is 3.0% (2.96%), slightly below the percentage for FY12. In FY10, 2.1% of MCFRS procurements were awarded to MFD vendors. In FY11 that number dropped to 0.95%; however, in FY12 it increased to 3.1%.
- MCFRS will continue working closely with the County’s Office of Procurement to identify MFD firms that can provide goods and services required by MCFRS and to identify innovative ways in which these firms can share in the department’s procurement expenditures. However, until more MFD firms enter directly into the fire, rescue, and EMS marketplace, it will continue to be a challenge.



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6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction. (Source: Department)

- The Emergency Medical Services (EMS) Transport Reimbursement Law went into effect in Montgomery County on January 1, 2013. The law gives the County authority to bill insurers for EMS transports, with the transport fee waived for those patients without health insurance. The County expects to collect approximately \$18 million annually in revenue, with 100% of this money going directly to the Fire and Rescue Service to be used for purchasing apparatus and equipment, hiring additional EMS providers and firefighters, and reducing response times.
- MCFRS is a major participant in the Public Safety Systems Modernization (PSSM) project along with other County public safety departments and DTS. PSSM has four components: 1) P25 and narrow band- compliant mobile and portable radios, 2) enhancements to radio system infrastructure, 3) replacement of the computer-aided dispatch system and mobile data computers, and 4) replacement of the fire station alerting system.
- The MCFRS Procurement Section transformed the fire-rescue purchasing process from a decentralized approach involving 20 different entities (19 LFRDs and the County) to a centralized process entirely at the County level. All components of procurement, from the exemption process through ordering and invoice payment, are now consolidated. This will continue to improve the efficiency of the procurement process and provide greater accountability. Through an innovative approach, supplies used at MCFRS work sites are being ordered by the MCFRS Procurement Section through a Public School's contract rather than a separate contract; thus reducing procurement costs and contract management costs. This contract is now widely used throughout the County by other departments in addition to MCFRS.
- The MCFRS Facilities Section has standardized preventative maintenance across most of the MCFRS work sites so that building systems are being serviced regularly. The Section has also instituted an Integrated Pest Management program to address an outbreak of bedbugs and ensure that all sites receive regular pest control services.

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- The IT Section has developed a new software program which meets the National Fire Incident Reporting System (NFIRS) reporting requirements for MCFRS. The “Fire App” program was developed by the MCFRS IT staff and has replaced an outside vendor’s product which was no longer meeting MCFRS needs. The IT staff will continue expanding this software to meet various needs of the department, including EMS Section, FEI, and Code Compliance.
- The Operations Division, working closely with County Police, continues to work toward the implementation of universal call takers at the Emergency Communications Center. This important work provides economic and efficiency economies of scale that provide better service to the public through streamlined call processing times.

7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments (Under construction) (Source: Department)

b) List your accomplishments and/or expected results (Source: Department)

- The Division of Volunteer Services continues its longstanding collaboration with the Montgomery County Volunteer Fire and Rescue Association to increase the number of trained volunteer fire-rescue personnel serving local fire and rescue departments; thus allowing MCFRS to better manage overtime costs associated with apparatus staffing.
- Fire and Explosives Investigations works routinely with the County Police Gun Unit to successfully foil, apprehend, arrest, and bring to trial potential domestic terrorists. Other agencies involved in these activities include: FBI, ATFE, and Secret Service.
- Fire Code Compliance engineers have continued a proactive stance in addressing fire department access problems in the northern County. Partnerships have been established with DPS, DOT, and M-NCPPC in this effort to ensure adequate emergency access while at the same time staying within the boundaries of developmental requirements of the Planning Board. Staff meets regularly with community groups to explain the requirements and elicit input.



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8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 99% increase in print and mail expenditures (Source: CountyStat)

- LFRD facility maintenance invoice processing
- P-card receipt and approval documentation
- Hiring process involving thousands of applicants

b) 0.47% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

c) List your accomplishments and/or expected results (Source: Department)

- All new fire stations in the County since 2009 have been built to Leadership in Energy and Environmental Design (LEED) criteria and are LEED-Silver certified. Travilah Station 32, currently under construction, will be LEED-Silver certified as well. These stations have been designed and built to be energy efficient and environmentally friendly (“green”) to minimize their impact on the environment.
- In coordination with the MCFRS Fleet Section’s Fuel Management Replacement System, the MCFRS Facilities Section has coordinated the removal of underground fuel tanks at 20% of MCFRS worksites. Tank replacement prevents environmental problems that were becoming a factor with aging underground fuel tanks.
- MCFRS continues its effort to recycle and use less consumable products. A drinking water system has been established at all worksites which lessens the practice of employees using non-reusable plastic water bottles. In addition, recycling bins and collection of recyclables are provided at all worksites to encourage recycling.
- The Office of the Fire Marshal makes maximum use of digital communication technology to make historical date and reference information available to inspectors in remote work sites. In addition, digital photography and text message transmissions are used to confer with other staff for opinions on how to approach a problem. Use of these technologies reduces the need for personnel in the field driving back to the office to confer with colleagues; thus saving fuel and reducing emissions.